

Approved For Release 2001/04/04 : CIA-RDP78-04718A000900020001-1

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21 December 1953

TO: Director of Central Intelligence

THRU: Chief of Logistics  
Acting Deputy Director (Administration)

FROM: Assistant Chief for Operations, Logistics Office  
[redacted]

SUBJECT: Report of Attendance at 24th Advanced Management Program,  
Harvard University - 14 September - 12 December 1953

STATINTL

# 1. Objectives of Course

The objectives of the course were to:

- a. Give men who have reached the executive level of business an opportunity to lift their sights for a look at business as a whole.
- b. Impart a broader understanding of Administrative Practices--including human relations, things, climate, etc.
- c. Emphasize the three-way responsibility to the public and to each other of management, labor, and government.
- d. Provide general and functional up-to-the-minute information concerning marketing, accounting, and labor relations.
- e. Furnish an environment for intimate associations between men of the upper echelons of a wide range of businesses and industries.

# 2. General

- a. The average age of the students was 44.5 years. Of the 162 students, 148 were Business Executives, 2 were Government Employees, and 12 were Officers of the Armed Services. Nineteen of the business executives were from foreign countries.
- b. The professors were real "pros," having had extensive academic, real, and consultative business experience. Instruction was by the "Case Method." Cases used were about actual business problems that have arisen in specific businesses or in the business community as a whole.
- c. Afternoons were for case assignment reading. The entire class was encouraged to meet daily in Hamilton Lounge from 6:00 to 7:00 p.m. for a social gathering. Dinner was at the new Kresge Hall--a very

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beautiful dining hall and lounge donated to the Business School by Mr. Kresge of Ten Cent Store fame. Small groups--six to ten students--met in the evenings for informal discussions of tomorrow's cases. Classes of 81 students were held six days a week from 8:45 to 12:45, with breaks between the three daily classroom periods.

d. Outstanding guest speakers held forth each Monday afternoon, followed by informal question and answer periods after dinner. Industrial tours were conducted on Friday afternoons.

### 3. Subjects

a. Business Policy cases were used to broaden departmentalized views, to practice the assessment of a company's over-all position, and to establish broad, long-range targets for good operations.

b. Administrative Practices cases were studied and discussed to drive home the latest concepts concerning communications, organization, human relations, and personal attitudes.

c. Business and the American Society cases were to point up required moral and ethical practices of business to indicate the extent to which Government control of business is explainable or justified, and to show the public responsibilities of a business leader--those responsibilities beyond the direct management of his company.

d. Cost and Financial Administration cases were to help the student understand the proper relations of accounting to business.

e. Marketing Management cases emphasized market research, with a more or less broad brush of other phases of product development from a marketer's point of view. Emphasis was placed on using all of the available tools in this relatively undeveloped science.

f. Labor Relations cases left no doubt as to the position now held by labor in the modern business society. Cases of most interest were about the Scanlon plan, the General Motors agreements, and the U. S. Steel agreements.

### 4. Conclusion

The course was most interesting. My concept of the functions of a good administrator is considerably broader than it was previously. I am not entirely sold on the living climate that seemed to encourage complete abandonment of self-discipline and self-denial on the part of most of the students; however, it did facilitate intimate social relations between all. I believe that all those who attended understand better the complex nature of our modern society. This should cause most to be improved managers, as well as better citizens.

5. Recommendations

I am of the opinion that the Agency should continue its participation in the course. I doubt that most of those of the DD/I complex would derive much benefit from four of the six subjects studied, namely: Business Policy, Marketing, Cost and Financial Administration, and Labor Relations. Most administrators and executives from the DD/P and DD/A areas should profit considerably from attending. Anyone selected should be willing to spend a minimum of about \$300 of his personal funds. That amount is required to participate properly in the extracurricular activities.



Incl.

Classbook, 24th AMP, Harvard Business School

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